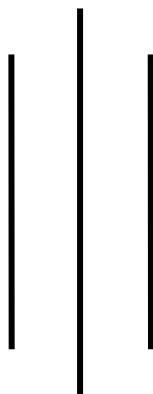


Results Based Participatory Planning, Monitoring and Evaluation (M & E) Guideline -2016



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Revised on 25th August, 2016

1. Introduction of the Organization:

Rastriya Dalit Network (RDN) Nepal is the national level Dalit organization working in the field of Dalit rights, land rights and Human Rights through community mobilization, capacity building and advocacy campaigns since the time of its establishment.. It is working all over the country in 77 Districts. It has one Dalit activist in each district and 7 provincial chapters formed and functional. RDN Nepal is registered as a non-governmental organization in District Administration Office, Kailali and affiliated in Social Welfare Council in 2004 AD.

It organizes the General Assembly each year and election in each three years through democratic practice. It has regular audit and social audit from the very beginning.RDN Nepal has been working on human rights and social justice to end impunity, deprivation through human rights based to development. It has been working together with issue based civil society organizations to enhance the capacity of Dalit representatives and Dalit activists.

There are 17 members in executive committee board. Out of them, more than 40% represents from women. A total 12 members (5 from key position and 7 from each province) are directly elected from its general assembly and rest 5 are nominated form various sectors (1 from Badi, one from freed Haliyas, one from elected Dalit representatives and 2 from women).

1.1 Vision: A just society void of caste based untouchability and discrimination as recognized by the universal principles.

1.2 Mission: To play a lead role in establishing a human rights-oriented resource centre for Dalit's identity, representation and access.

1.3 Goal: To influence in the decision making level for guarantying political, economic, social and cultural rights by way of elimination of caste based untouchability and discrimination

1.4 Objective (s):

- To conduct evidence based advocacy campaigns for the effective implementation of the constitutional provisions of Nepal and other prevailing laws relating to Dalit Rights.
- To influence the laws in line with the treaties and agreements relating to human rights and elimination of all forms of discriminations and slavery to which Nepal is a party and other commitment and to implement them as a law pursuant to Nepal.
- To carry-out study, action research and organize meetings, conferences as well as mobilization of Dalits for their rights for symbolic alternative events, trainings, campaigns, and public awareness programs on different issues in relation to elimination of all kinds of discrimination and slavery.
- To perform other related functions to attain the goal and objectives of the organization respectively
- To promote the income generation of Dalits, women, land-poor and other marginalized groups through cooperative led livelihood options and food security

1.5 Thematic Intervention:



Cross-Cutting Interventions:

- *Gender Equality & Social Inclusion (GESI) Mainstreaming*
- *Climate Justice and Environmental Sustainability*
- *Peace, Security and Conflict Sensitivity*
- *Human Rights Based Approach (HRBA) to Development*

2. What is Monitoring and Evaluation (M & E) Guideline?

A monitoring and evaluation (M&E) guideline is a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to be updated on a regular basis. While the specifics of each program's M&E plan will look different, they should all follow the same basic structure and include the same key elements.

An M&E guideline will include some documents that may have been created during the program planning process, and some that will need to be created new. For example, elements such as the logic model/logical framework, theory of change, and monitoring indicators may have already been developed with input from key stakeholders and/or the program donor. The M&E plan takes those documents and develops a further plan for their implementation.

3. Objectives of the guideline:

- ❖ To implement result based monitoring and evaluation method, process and tools to assess plan, policy, programme and project regularly, reliably and effectively
- ❖ To ensure the maximum use of public inputs to produce desired outputs, outcomes and impact as per expected quantity, cost, time and quality

4. Importance of M & E Guideline:

Preparation and implementation of result based participatory planning, implementation, monitoring and evaluation (M & E) has been considered necessary and appropriate in order to create favorable situations for making the development policy, program and the project activities, result based and utilizing the resources to optimum level with a view to make the monitoring and evaluation process logical.

The significance of the guideline is also to inform the development partners and the stakeholders regarding the implementation status of the development programs and projects

as well as integrating the network of automated planning, monitoring and evaluation system from the project implementation to policy level and to enhance the social accountability.

It is important to develop an M&E plan before beginning any monitoring activities so that there is a clear plan for what questions about the program need to be answered. It will help program staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both to the donor and internally among staff members for program improvement.

M&E data alone is not useful until someone puts it to use! An M&E plan will help make sure data is being used efficiently to make programs as effective as possible and to be able to report on results at the end of the program.

5. Criteria and Standards for the Results Based Monitoring and Evaluation:

Rastriya Dalit Network (RDN) Nepal takes into account the logical framework as the basis while developing the criteria for the result based participatory planning, implementation, monitoring and evaluation. Moreover, monitoring and evaluation will be conducted taking into consideration, the input in the results chain targeted by concerned program/project, outcome, output, impact including relevance, efficiency, utility and impact, sustainability, use and mobilization of resources, results achieved and its possible impact.

6. Outline of Monitoring Plan:

- Objective and Scope
- Logical Framework and Indicators
- Management Information System (MIS) and Report
- Monitoring Action Plan and Timeframe for Activities
- Requirement of resources and necessary conditions and capacity development
- Budget

7. Definitions of the terminology used in the Guideline:

Unless the subject or context otherwise requires terminology used in the result based participatory planning, implementation, monitoring and evaluation guideline have been defined as outlined below;

<i>SN</i>	<i>Terminology</i>	<i>Definition</i>
1	Monitoring	<ul style="list-style-type: none">▪ Monitoring refers to the regular and periodic act of assessment to be performed by the management itself at different levels of the person, agency or group designated by the organization.▪ It is mainly done to confirm whether the pre-determined inputs and means for development policy program and project or the flow of other activities relating to these, have been implemented properly or not and whether the

		expected outputs have been achieved or not by implementing the program/project according to the plan of action.
2	Evaluation	<ul style="list-style-type: none"> It means the act of assessment performed logically and in a systematized manner conducted by the organization. It is confirmed to what extent activities are relevant, beneficial and effective regarding the set objectives of development policy, program and projects.
3	Result	<ul style="list-style-type: none"> It is the output, production or outcomes/effect (desired/undesired or positive/negative) achieved for the implementation of any programs or projects.
4	Program	<ul style="list-style-type: none"> It is project, working modality relating to different sectors directed by the specific objective of the integrated structure of the services.
5	Project	<ul style="list-style-type: none"> It means the structure of the correlated activities implemented in the specific area and within certain timeframe for achieving certain objectives.
6	Indicator	<ul style="list-style-type: none"> Indicator means the basis of monitoring and evaluation to measure quantity and quality of development or the changes.
7	Work Performance Indicator	<ul style="list-style-type: none"> It means the indicator used for the quantitative of qualitative measurement against the approval goal or for measuring the work performance, working efficiency, outcomes etc. according to any other system.
8	Impact	<ul style="list-style-type: none"> Impact is the effect that the activity carried out and its results have on people, practices, organizations and systems
9	Outcome	<ul style="list-style-type: none"> Outcomes are the events, occurrences, or changes in conditions, behavior, or attitudes that indicate progress toward a project's goals. Outcomes are specific, measurable, and meaningful.
10	Output	<ul style="list-style-type: none"> Output refers specifically to any particular services, results, and or products that are generated as a result of a particular project related process.
11	Input	<ul style="list-style-type: none"> Input means the financial, human and other physical resources required to achieve the desired and necessary outputs through the planned activities.
12	Project Monitoring Committee	<ul style="list-style-type: none"> It means the committee formed under the chair of general secretary of Rastriya Dalit Network (RDN) Nepal to make the activities relating to monitoring and evaluation conduct each level systematic to supervise them and provide necessary directive.
13	Terms of Reference	<ul style="list-style-type: none"> Terms of Reference (ToR) means the job description which includes the scope of monitoring and evaluation, its

		methods, working procedures, resources and time-frame and the desired format of the monitoring and evaluation report.
14	Stakeholders	<ul style="list-style-type: none"> It refers all the constitutional bodies and agencies, respective ministries, civil society organizations, human rights organizations, media as well as right holders.
15	Third party Monitoring and Evaluation	<ul style="list-style-type: none"> It means monitoring and evaluation conducted by the stakeholders beyond the control of the plans, program and project of RDN Nepal or by the independent person or the organization beyond the stakeholders or jointly by such stakeholders and other independent person or organization.

8. Applications of information and findings of the monitoring and feedback:

The information and findings of the monitoring are utilized for implementation to identify the status of the project /program to improve the work performance of the development projects/programs and as a feedback for developing further projects and policies in the future.

9. Organizational Provision:

Expect as provided for the laws in force, Rastriya Dalit Network will have provisions to conduct monitoring and evaluation at different levels as per functions to be provided.

10. Evaluation of the program/Project:

The independent consults will be assigned to evaluate the various development projects at various stage; initial, mid and final state as per Terms of Reference (ToR) and requirements of donors/funding agencies.

- Initial stage:** Prior to make investment in any project, arrangement will be made to conduct evaluation by stakeholders regarding the significance of the project. The feasibility and relevance of the project will be the key concern during such and evaluation.
- Midterm:** Mid-term evaluation of the project will be conducted in collaboration with management team and with involvement of independent agency or the third party as per requirement. The evaluation will concentrate on the relevance as well as priority and working efficiency.
- Final stage:** On completion of the project, evaluation will be conducted with the involvement of the implementing agency or jointly with the evaluators of the independent agency or the third party. In this stage, effectiveness and its sustainability will be clearly taken into consideration.

Annex- I (Outline of Activity Completion Report-ACR)

A. Project Overview:

Implemented By	
Programme Title	
Duration	
Area	
Overall Objective	
Target Beneficiaries	
Coverage Area	
Requested Budget	
Funder	
Report Prepared By	

B. Activity Implementation Process:

Activity	
Activity No	
Description	
Outcomes	
Process/Methodology	
Date, Time and Venue	
Resource Person	
Details of Participants	

Photos of the Program

Annex-II (Template of Project Implementation Calendar):

	Activity	Unit	Total Target	Time-Line				Responsible	
				Q1	Q2	Q3	Q4	Lead	Support
Outcome-1									
Outcome-2:									
Outcome-3:									

Annex-III (SMART Process and the Validation Questions)

Process/System	Validation Questions
S = Simple/Specific	❖ Are the indicators simple, measurable and do they clearly indicate what to measure?
M = Measurable	❖ Do the stakeholders agree on the indicators that reflect expected changes and subject to measure? ❖ Are the policy and program reliable, clear and measurable for the change results and quality measurement?
A = Achievable	❖ Have the indicators been approved prior to the implementation of the program and project with the consent of the stakeholders? ❖ Will this reflect the intensity of effect on the indicators due to the factors beyond the control of the project and the expected outcomes of the development activities and verification of the results? ❖ Are the indicators achievable?
R = Reliable	❖ Do the indicators embrace the importance of the desired results and do they have the capability to measure the relevance, transparency, reliability and measurability regarding expected outputs and outcomes?
T = Time Bound	❖ Do the indicators have the qualities that allow to measure on regular basis at appropriate time, to refine the collected data and reporting them to the concerned party and whether the data to use are economic and prepared in accordance with monitoring plan?

Annex-IV (Major Points to be Included in the Evaluation Plan):

- Objective
- Detail mapping and review of the activities to be evaluated
- Job description of evaluation team or group of evaluators,
- Activities to be measured,
- Questions and challenges,
- Information and indicators that guide for conclusion and suggestions
- Techniques and approaches to be used
- Form of change
- Communication plan
- Time table
- Feedback mechanisms
- Application of results management
- Required resources and means for evaluation

- Remarks or points to be clarified

Annex-V (Template of Result Based Monitoring and Evaluation Plan):

Intervention Logic	Objectively Verifiable Indicators	Unit	Baseline	Target	Data Source/Tools	Frequency	Responsible	Data Analysis	Information Use/Audience

Annex-VI (Template of Logical Frame-Work):

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION (MOV)	RISKS/ASSUMPTIONS
Goal				
Outcome (s)				
Output (s)				
Activities				

Annex-VII (Key Points to be Included While Preparing Monitoring Report)

- ❖ Background
- ❖ Objective
- ❖ Stage of monitoring
- ❖ Sources of information
- ❖ Findings of monitoring
- ❖ Main problems, suggestions for solution and planning of the suggestion (Works to be done, responsible and deadline)
- ❖ Conclusion